

City of Long Beach
REQUEST FOR PROPOSALS
Preparation of Second Phase of Economic Development Strategic Plan – The
Policy and Implementation Strategy

Background

The City of Long Beach is a 50 square-mile metropolitan area located in southwestern portion of Los Angeles County. With a total population of over 460,000 people, Long Beach is the fifth largest city in the state of California. Less than 10 years ago, a number of factors – the Boeing downsizing, the closure of both the Naval Station and Naval shipyard, and the state’s fiscal crisis – shook Long Beach’s economic stability.

In response, the City of Long Beach implemented a 2010 Strategic Plan that sets forth a living roadmap for where the City should go and how it should get there. One of the key components to the City’s 2010 Strategic Plan is to develop a more diversified economy, based on the City’s strengths: trade, tourism, technology, and retail.

Purpose

The City of Long Beach is soliciting proposals from qualified planning and economic development firms to prepare the second phase of a citywide Economic Development Strategic Plan (EDSP). The second phase, the Policy and Implementation Strategy, needs to provide a technical framework for proactive programs to enhance the business climate and provide a public framework to show how city-wide planning and specific priority recommendations from the EDSP meet the needs for high-paying jobs and quality of life for all residents and neighborhoods.

The first phase of the EDSP process was the completion of the Market Study. This study identified those forces that drive the Long Beach economy, its capacity for development and other external economic conditions affecting the City. In order to meet budget requirements, it is recommended that the consultant utilize the economic and demographic data available in the Market Study and review any other pertinent information/documents to analyze the local economy. The consultant will be required to identify and analyze additional economic and demographic indicators that were not included in the Market Study.

According to the City’s 2010 Strategic Plan, the City’s focus on diversifying its local economy should be centered on its strengths: trade, tourism, technology and retail. The 2010 plan states that Long Beach must develop a “business friendly” reputation for aggressive, progressive, and fair business services. Aggressive policies are those that convince outside businesses to locate in the City of Long Beach. Progressive practices are those that have been proven to

help businesses grow and mature within the City. Fair business services such as taxing, licensing, and disseminating proper information all encourage businesses to locate and contribute to the growth and success of the local economy. **The first economic goal in the strategy states that in order to encourage business development based on these strengths, the City needs to “develop a comprehensive economic development plan that will be overseen by the City’s Economic Development Commission.”**

The Economic Development Commission is a group made up of local industry leaders working together to foster a business environment that is nurturing and provides opportunities for growth. The duties of the Commission are to advise and recommend to the City Council and the City Manager on matters pertaining to activities affecting economic development within the City. These duties support the City’s efforts to enhance the economic base of Long Beach by promoting, developing, expanding, improving and retaining industrial, commercial, and retail uses through the City. This Commission will play a major role in the production of the Economic Development Strategic Plan.

Project Objectives

The EDSP should provide a framework for proactive programs to enhance the business climate. The plan should identify various approaches to address development potentials, which will sustain or expand the City’s economic base. It will also include public policy guidelines addressing citywide distribution of economic development resources. The production of the plan should help implement a **global framework** (retaining/creating jobs, increasing the local tax base, as well as increasing the quality of life for residents) for successful economic development within the City. The consultant will need to identify local neighborhood economic development issues without losing sight of the need for a global framework that links these neighborhood economic development strengths/weaknesses with overall development in the City.

The following is a list of Minimum Required Objectives and Procedures/Activities that the City wishes to accomplish during the production of the EDSP. Additional objectives may be added. Applicants must address these specific Objectives and Procedures/Activities when preparing the application. The objectives serve as the major goals that will implement the project. The objectives are accompanied by recommended activities/procedures to accomplish these objectives. These activities/procedures are the tasks that need to be completed in order to achieve the project objectives. In the tables below, examples of procedures/activities are listed to guide the consultant’s response. Each objective should result in a measurable outcome that clearly links the objectives and the activities. **In the proposal, the consultant should list the objectives; recommend procedures/activities; and identify expected measurable results and the timeline for completion.**

Objective 1: Identify a common community vision with respect to economic development and establish priorities for community actions (projects and programs).

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Community Outreach • Public Forums • Workshops 		

Objective 2: Produce a document analyzing the local economy (include data, charts, and accompanying narrative – see Attachment 1 for desired format).

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Local Economic Analysis • Update Market Study • Include Analysis of Business Technology Environment 		

Objective 3: In conjunction with Objective 2, utilize the research findings and consensus-building efforts of a number of existing City plans, and initial Phase I Market Study findings.

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Research and analyze Phase I of Market Study and preliminary findings • Research neighborhood strategic plans • Research redevelopment area plans, PACs, business associations, etc. 		

Objective 4: Establish specific economic development priorities for City as a whole (Important to link priorities to quality of life for entire City)		
Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Strategy session with EDC and City Staff • Community Outreach • Public Forums • Workshops 		

Objective 5: Identify “opportunity areas” and specific retail, industrial and commercial uses for targeted business attraction within priority areas (corridors).		
Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Development Opportunities Assessment • Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis 		

Objective 6: Evaluate existing economic development programs and incentives and identify additional programs and incentives required to increase economic development opportunities (if necessary)		
Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Cost/Benefit analysis of City's ED programs • Policy and Program Option Analysis and Recommendations • Evaluate potential funding sources 		

Objective 7: Develop mechanism for assessing the future progress toward results of the priority actions.

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Strategy Formulation • Annual Economic Development Report Card on Long Beach's economy and standard of living. 		

Objective 8: Identify key steps toward successful implementation of priority actions.

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Implementation Strategy 		

Objective 9: Identify critical steps in the public communication process (points of intervention) and communication strategies for public outreach. Provide recommendations for synthesizing input and incorporating appropriate recommendations.

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Public Outreach Strategies 		

Objective 10: Establish set of guiding principles that will provide for a flexible, but steady oversight for on-going economic development planning and implementation over time.

Procedures/Activities	Measurable Outcomes	Timeline (Month/Year)
<ul style="list-style-type: none"> • Guiding principles for future economic development activities 		

Deliverables

1. **EDSP Objective Matrix** – Consultant should respond to and identify the City's objectives, procedures/activities to accomplish these objectives, measurable results hoped to achieve and a timeline for completion.
2. **Local Economic Analysis Report** - Consultant should prepare a local economic analysis document similar to the format in Attachment 1. This document will analyze and describe the current economic and fiscal conditions of the City of Long Beach. The consultant should also assess the existing technological business environment in the City by identifying the strengths, weaknesses, as well as new technologies that could be implemented. Consultant will utilize existing market and economic data from Phase I.
3. **Development Opportunities Assessment Report** - This report should assess the commercial, industrial, retail, and residential markets and identify development opportunities that may exist in the City.
4. **Economic Development Strategic Plan** – Plan should include both short and long-term policies/initiatives and guiding principles for future activities.
5. **Implementation Strategy** – This strategy should evaluate a set of specific policies and recommend an implementation strategy and timeline. Strategy should be measured in terms of cost/benefits to the City of Long Beach.

Project Management

The City desires a comprehensive strategy that will build upon the planning efforts that have occurred to date. Over the next 18 months, the City's Planning Department will be updating its Land Use and Mobility plans of the General Plan. Consultant should work to link EDSP with ongoing findings and results of this process. Upon final approval, the EDSP will become an element of the General Plan.

There are several documents the consultant should be aware of while developing the EDSP. Of particular importance are the City of Long Beach's General Plan Update and its Land Use Element, the Long Beach Strategic Plan 2010, North Long Beach Strategic Guide for Development (draft 2001), East Village Arts District Guide for Development (1996), American Marketplace Guide to Development, Downtown Long Beach Strategic Marketing Plan (2003), and the Downtown Long Beach Retail Recruitment Strategy (2003). The City will provide a recommended comprehensive list of documents that can be utilized for the production of the EDSP.

The Consultant would manage the project and be held responsible for assembling individual work products into a cohesive planning document. The City's Economic Development Department will serve numerous roles, including providing baseline data (e.g., existing economic development programs, development capacity, etc), input on the assessment of the adequacy of existing programs, and input for the policies and programs.

Insurance Requirements

The City policy require that prior to commencing or performing any phase of work, the consultant, at his/her own expense, provide the City with Certificates of Insurance and Endorsements for the coverage as listed below:

1. Worker's Compensation Insurance or other proof that adequate self-insurance is in effect covering all persons who may be employed directly or indirectly in carrying out the work as outlined.
2. General Liability and Property Damage Insurance to protect against claims and liabilities from personal injury, death, or property damage arising from study activities, providing protection of at least \$1,000,000 for bodily injury or death to any one person for any one accident or occurrence and at least \$1,000,000 for property damages.
3. Professional Liability Insurance providing protection of at least \$1,000,000 combined single limit coverage per occurrence for the project covered.
4. Automobile Liability Insurance in an amount not less than \$5,000,000 combined single limit per accident for bodily injury and property damages covering owned, non-owned, and hired vehicles.

All insurance required shall be carried only by the responsible insurance companies licensed to do business in the State of California. General liability and automobile liability policies shall name as additionally insured the City of Long Beach and its officials, employees, agents, and representatives.

Business License Requirement

The firm selected to prepare the EDSP will be required to have and maintain a valid City of Long Beach Business License at all times work is performed for or in the City of Long Beach.

Submission Requirements

The quality of the proposed Economic Development Strategic Plan is of the utmost concern to the City. Therefore, the City will evaluate the qualifications of the prospective consultant based upon their most recent experience in working on projects of similar scope, usage, and quality. Respondents must provide **ten (10) copies** (9 bound and 1 unbound) of their proposal by the date and time set forth.

Although the format is discretionary, at a minimum, please include the following information:

1. The legal name of respondent(s), firm name, address, and telephone number(s). Indicate whether the proposing entity is a sole proprietorship, partnership, or corporation, and the state and year established. List key personnel who will be involved in decision-making, contract negotiation, and project development, including mailing address, email address, and phone and fax number(s).
2. A narrative description of the three most relevant prior public sector projects of the key personnel to be assigned to work on the project. Provide description of work performed by said individuals, including date, location, etc. Provide names of contact individuals who provided material assistance on the projects described.
3. Describe consultant's experience with public agencies. Provide a list of references from the public sector including name, title, agency, address, and phone number(s).
4. A narrative description of the approach to be used in the development of the EDSP. Please identify objectives, proposed procedures and activities, and the measurable results that are anticipated (similar to the above table format).
5. Consultant should include a sample of any previous economic development strategic plans.
6. The proposed timeline to complete project.
7. The proposed not-to-exceed cost to complete the EDSP.

Non-Discrimination

The City hereby agrees not to discriminate on the grounds of race, religion, color, sex, sexual orientation, age, national origin, or handicap in the selection process

as described in the Request for Proposal. The selected firm will also be required to agree not to discriminate on the grounds of race, religion, color, sex, sexual orientation, age, national origin, or handicap in the performance of the work required to undertake this project.

Independent Contractor Status

The Consultant selected through this Request for Proposal process shall perform the services as independent contractor(s) and not as agent(s) of the City of Long Beach. The City shall not be considered the employer, co-employer or joint employer of, or with the officer(s), employee(s), or agent(s) of the Consultant. The Consultant shall have the sole control, supervision, direction, and responsibility over officers, employees, and agents, and shall have the sole responsibility for deciding the manner and means of providing the services, except as outlined in the final contract and its attachments or exhibits.

Confidentiality

The details of each response to this Request for Proposal are considered proprietary and will not be shared with competing proposers or the general public until after completion of the selection process. The proposals, when submitted, will become the property of the City of Long Beach and will be prepared at the sole cost of the proposer. Brief public presentations may be required in subsequent stages of the selection process.

Disadvantaged, Minority, and Woman Owned Businesses

On February 9, 1988, the City Council adopted the City of Long Beach Disadvantaged, Minority and Woman Owned Business Program. This program encourages the use of disadvantaged, minority and woman-owned businesses in all aspects of City contracting.

Bidder's Meeting

The City and Economic Development Commission will hold a bidder's meeting to discuss and clarify any issues pertaining to the Request for Proposals and the production of the Economic Development Strategic Plan. The Bidder's meeting has been scheduled for **April 6, 2004 at 9am** at 101 Pacific Avenue in the Long Beach Public Library Main Meeting Room in the Long Beach Civic Center.

Selection Process and Timetable

The City desires and fully intends to select a consultant to develop the EDSP. City staff will review all proposals received. Interviews may be held with some or all of the selected consulting firms. Upon completion of the interviews and the study of all submittals, a recommendation will be made to the Economic

Development Commission for awarding of a contract. The Commission may accept, reject, or modify the recommendation at its sole discretion.

Deadline for Submitting Proposals

Proposals must be received at this office by no later than April 23, 2004 at 5pm.

**City of Long Beach
Economic Development Bureau
Attn: Chet Yoshizaki
Economic Development Bureau Manager
110 Pine Avenue, Suite 1100
Long Beach, CA 90802**

For specific questions pertaining to this request, please contact
(562) 570-3800.

Sincerely,

A handwritten signature in black ink, appearing to read "Chet Yoshizaki", written in a cursive style.

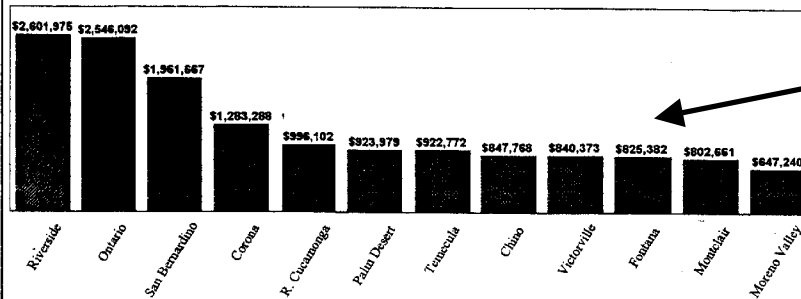
Chet Yoshizaki
Economic Development Bureau Manager
City of Long Beach

Attachment 1

Example Format

Taxable Retail Trade

Exhibit 61.-Total Taxable Sales (000)



Source: CA Board of Equalization

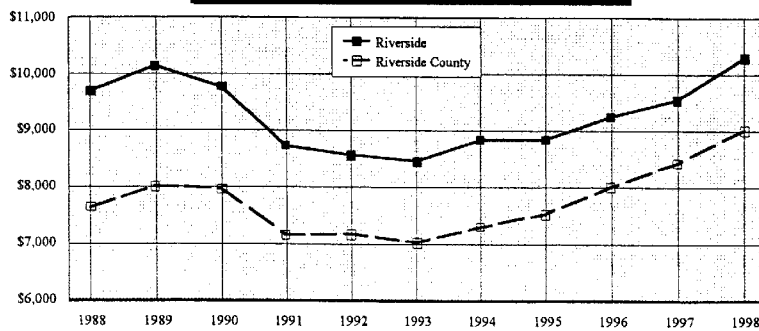
Data Charts

Retail Sales Compared . . .

- Riverside's 1998 sales of \$2.6 billion ranked 1st among Inland Empire retail centers just ahead of Ontario (\$2.5 billion) and well ahead of San Bernardino (\$2.0 Billion) and Corona (\$1.3 billion).
- In 1989, Riverside's per capita taxable sales peaked at \$10,145. This fell to \$8,461 during the recession, a loss of \$1,684 per person or -16.6%. By 1998, the city's sales per person were back to \$10,304, up \$159 or 1.6% from the 1989 record. In this period, Riverside County's per capita sales underwent a similar though less extreme pattern, ending at \$9,017 in 1998. This was \$1,003 or 12.5% above the county's 1989 high (Exhibit 62).
- In 1998, Riverside's budget benefited from having \$1,286 more retail sales per person that occurred in Riverside County (14.3% higher). However, the city's per capita sales have been growing much slower, though the city's 10.5% increase during the first 6-months of 1999 almost matched the county's 11.5%.

Narrative -What does the data mean to the City of Long Beach?

Exhibit 62.-Taxable Sales Per Capita



Source: CA Board of Equalization